LOGCAP Support Unit (LSU)

Unit Overview

As of 2 Feb 2003

COL F. B. Tavenner, Jr.

Commander, LOGCAP Support Unit

AMCLG-TPU

DSN 767-0395

f.b.tavenner@us.army.mil

AFSC – On the Line

Outline

- ✔ Introduction
- ✔ LOGCAP Support Unit (LSU) Organization and Staffing
- ✔ LSU Training and Operations
- ✔ How We Met Current Staffing
  - ➤ What We Did Right
  - What We Did Wrong
- ✔ How We'll Meet Future Staffing
  - Lessons [To Be] Learned
  - Proposed Solutions
- ✔ Summary
- ✔ Conclusion

Introduction

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LOGCAP Background

- **LOGCAP defined: The Army's premier capability to support global contingencies by leveraging corporate assets to augment Army current and programmed CS/CSS force structure**
  - **Unique contract**
  - **24/7 contract in effect before crisis**
  - **Requires no solicitation**
  - **Scope of Work (SOW) funding executes contract anytime, anywhere**
  - **Mostly self-sufficient contractors**
  - **Not an added support burden on force**
  - **Arrive in AOR within 72 hours, prepare for OCONUS mobilization in advance**
  - **Rapid, flexible support**
  - **Proven track record: from Somalia to the GWOT and OIF**
  - **Requires funding as well as DA military (primarily reserve component) and civilian infrastructure**

LOGCAP Background

- ✔ **A snapshot of LOGCAP during Operations Enduring/Iraqi Freedom**
  - ➤ **Countries**
    - **Kuwait**
    - **Jordan**
    - **Iraq**
    - **Turkey**
    - **Uzbekistan**
    - **Afghanistan**
    - **Djibouti**
    - **Philippines**
    - **Republic of Georgia**
  - **Managing**
    - **Base Camps**
    - **EPW Camps**
    - **SPOD**
    - **APOD**
    - **Coalition Provisional Authority (CPA) sites**
    - **Defense Intelligence Agency (DIA) / Iraqi Survey Group (ISG) sites**

LOGCAP Background

- ✔ **A snapshot of LOGCAP during Operations Enduring/Iraqi Freedom**
  - ➤ **Providing the following logistics services**
    - **Force Provider setup & maintenance**
    - **Base camp operations and maintenance**
    - **Facilities management**
    - **Theater transportation/ distribution support**
    - **Fuel distribution**
    - **Prime power**
    - **Water/ice production**
    - **Laundry & bath**
    - **Dining facility operations**
    - **Airfield operations**
    - **Supply operations**
    - **EPW camp construction**
    - **Mortuary affairs**
    - **SPOD/APOD infrastructure**
    - **Firefighting**
    - **Security assistance**
    - **AMC LSE SWA**
    - **Department of State**
  - **For the following customers**
    - **CJTF-7**
    - **CJTF-180**
    - **CFLCC**
      - ★ **MARFOR**
      - **V Corps**

LSU Mission

- **Enhance Army Materiel Command's capability to provide full spectrum logistics support to the warfighter by:**
  - **Providing competent, committed, engaged personnel in program oversight anywhere in the world**
  - **When deployed, operating as a member of the AMC Forward Commander's team**
  - **When forward-deployed, serving as the AMC interface between the Combatant Commander and the LOGCAP program management office**
  - **Augmenting forward-deployed AMC elements during worldwide contingency support and sustainment operations**

LSU METL

- ✔ **Rapidly mobilize and deploy on order to multiple areas of responsibility**
- ✔ **Proactively engage Combatant Commanders, Army Service Component Commanders (ASCCs), and Task Force (TF) Commanders in defining, planning, and executing LOGCAP requirements**
- ✔ **Be the AMC interface between the Combatant Commander and the LOGCAP Program Management Office when forward-deployed**
- ✔ **When delegated as a Contracting Officer Representative, ensure contract compliance as part of Team LOGCAP**
- ✔ **Integrate unit planning and operations with forward-deployed AMC elements and Theater Support Commands**
- ✔ **Protect the Force**

Chains of Command

- ✔ **Operational/wartime Chain of Command**

- ✔ **Army Reserve Support Structure**

LSU Organization and Staffing

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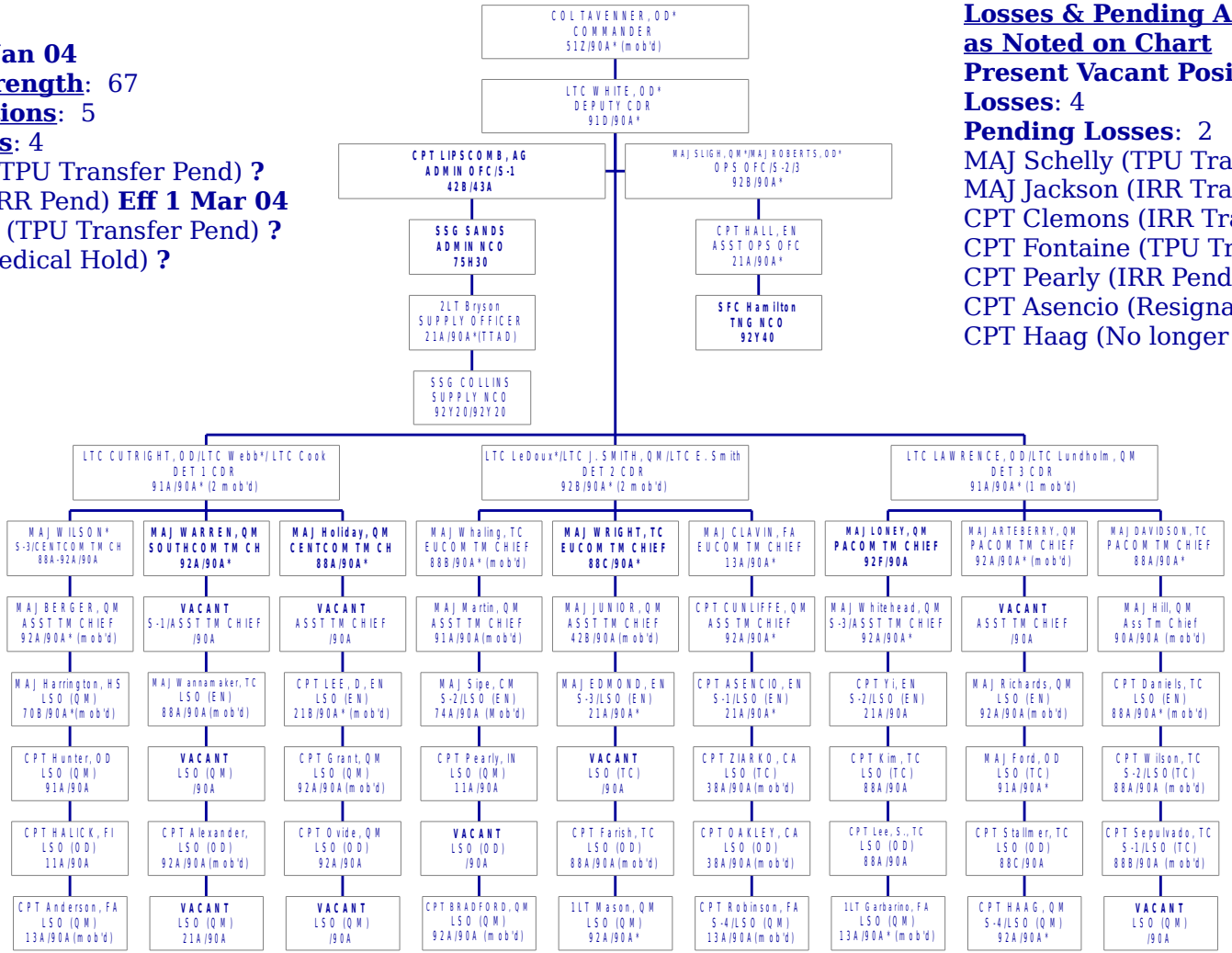
LSU Organization

- ✔ **The LSU Table of Distribution and Allowances (TDA) authorizes 66 personnel**
  - ➤ **59 Troop Program Unit (TPU) reservists**
  - **7 Active Guard/Reserve (AGR) personnel**
    - **3 HQ staff**
    - **4 LOGCAP planners**
- ✔ **Qualifications**
  - **Multi-functional Combat Service Support (90A) and Contracting Officer Representative (COR) course trained**
  - **Primarily TC, OD, QM, and EN branches**
  - **Willingness to deploy**
- ✔ **Protective masks, M9 weapons, and a protective mask test kit are the only equipment assigned**

LOGCAP SUPPORT UNIT
Organizational Chart

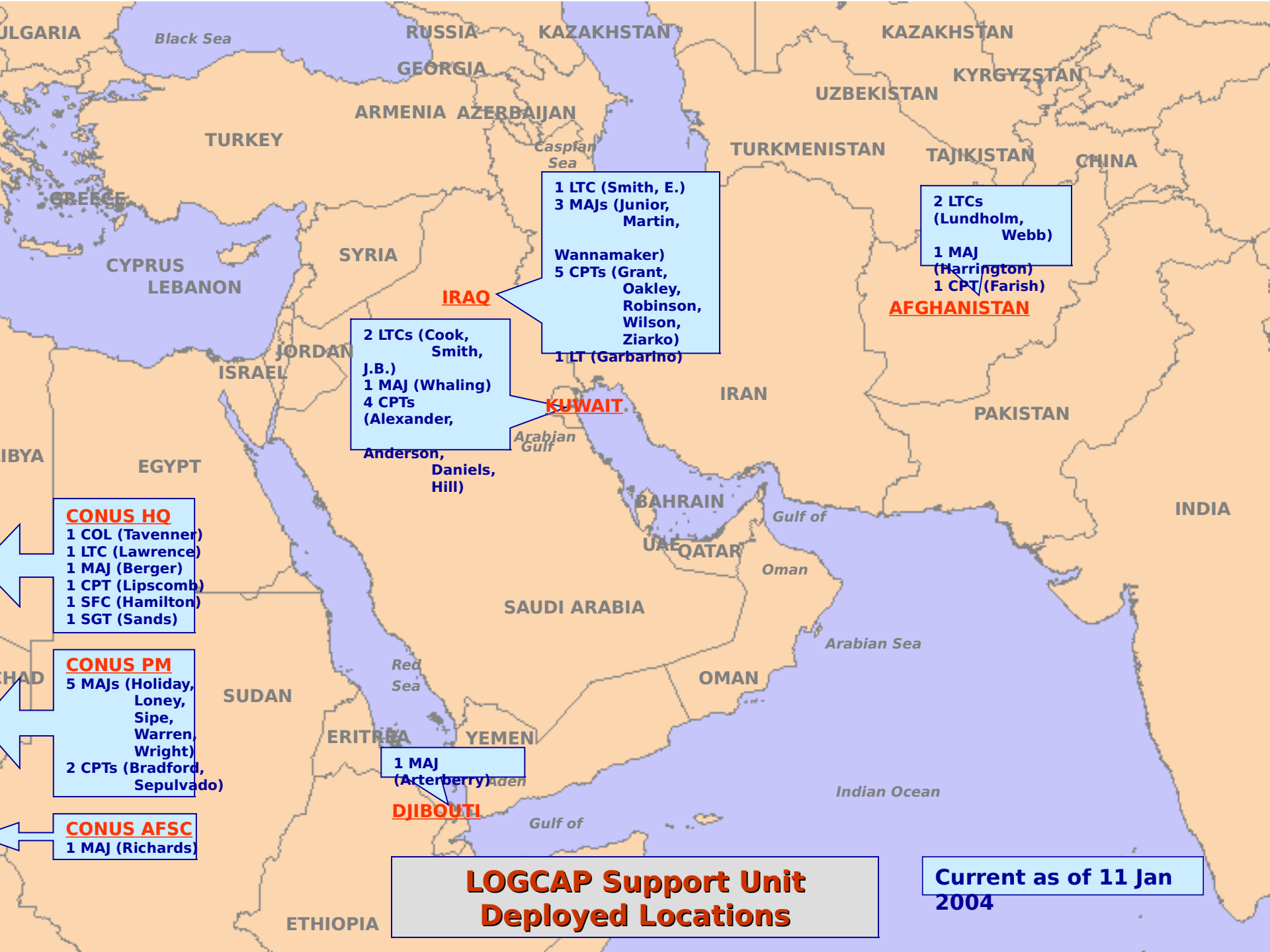
USR for 15 Jan 04
Assigned Strength: 67
Vacant Positions: 5
Pending Loss: 4
MAJ Schelly (TPU Transfer Pend) **?**
CPT Pearly (IRR Pend) **Eff 1 Mar 04**
CPT Fontaine (TPU Transfer Pend) **?**
CPT Haag (Medical Hold) **?**



Losses & Pending Actions After USR Re
as Noted on Chart
Present Vacant Positions: 9
Losses: 4
Pending Losses: 2
MAJ Schelly (TPU Transfer) **Eff 1 Jan 04**
MAJ Jackson (IRR Transfer) **Eff 12 Jan 04**
CPT Clemons (IRR Transfer) **Eff 21 Jan 04**
CPT Fontaine (TPU Transfer) **Eff 1 Jan 04**
CPT Pearly (IRR Pend) **Eff 1 Mar 04**
CPT Asencio (Resignation Pend) **?**
CPT Haag (No longer Med Hold) **Released**

As of: 23 Jan 04

AGR & VACANT POSITIONS IN BOLD PRINT


ULGARIA
Black Sea
RUSSIA
KAZAKHSTAN
KAZAKHSTAN
GEORGIA
KYRGYZSTAN
UZBEKISTAN
ARMENIA
AZERBAIJAN
TURKEY
Caspian Sea
TURKMENISTAN
TAJIKISTAN
CHINA
GREECE
1 LTC (Smith, E.)
3 MAJs (Junior, Martin, Wannamaker)
5 CPTs (Grant, Oakley, Robinson, Wilson, Ziarko)
1 LT (Garbarino)
2 LTCs (Lundholm, Webb)
1 MAJ (Harrington)
1 CPT (Farish)
SYRIA
CYPRUS
LEBANON
IRAQ
AFGHANISTAN
2 LTCs (Cook, Smith, J.B.)
1 MAJ (Whaling)
4 CPTs (Alexander, Anderson, Daniels, Hill)
JORDAN
ISRAEL
IRAN
KUWAIT
PAKISTAN
Arabian Gulf
IBYA
EGYPT
CONUS HQ
1 COL (Tavenner)
1 LTC (Lawrence)
1 MAJ (Berger)
1 CPT (Lipscomb)
1 SFC (Hamilton)
1 SGT (Sands)
BAHRAIN
INDIA
Gulf of
UAE
QATAR
Oman
SAUDI ARABIA
CONUS PM
5 MAJs (Holiday, Loney, Sipe, Warren, Wright)
2 CPTs (Bradford, Sepulvado)
Arabian Sea
Red Sea
OMAN
CHAD
SUDAN
ERITREA
YEMEN
1 MAJ (Arterberry)
Aden
Indian Ocean
DJIBOUTI
Gulf of
CONUS AFSC
1 MAJ (Richards)
ETHIOPIA
LOGCAP Support Unit
Deployed Locations
Current as of 11 Jan 2004

LSU Soldier Skillsets

1 of 2

- ✔ **Serve as a LOGCAP planner**
  - ➤ **Work with the combatant commanders to develop requirements for CSS/logistics support to be provided by the LOGCAP contractor**
  - **Develop a Scope of Work (SOW) and Independent Government Cost Estimate (IGCE)**
  - **Be able to analyze/present a contractor's Rough Order of Magnitude (ROM) to the supported force**
  - **Facilitate review of all documents with the program management and contracting teams**
  - **Coordinate with the contractor and ACO to monitor/manage ongoing operations**

LSU Soldier Skillsets (continued)

2 of 2

- ✔ **Know the contracting process, the flow of how a LOGCAP contract/task order is initiated, and the differences in contract vehicles and organizations in a theater**

- ✔ **Understand the roles of and work with the PM, Customer, base operations personnel, DCMA/ACO, USACE, comptroller, Principal Assistant Responsible for Contracting (PARC), Acquisition Review Board (ARB), Logistics Support Element (LSE), and AMC**

- ✔ **Be able to write effective SITREPs**

LSU Training and Operations

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Typical Drill/Annual Training and Exercises (Non-Mobilized Situation)

- ✔ **Drill weekends**
  - ➤ Contract/plan review
  - Case studies
  - Soldier tasks
  - PM Support

- ✔ **Sample Annual Training / Exercise Missions**
  - Overseas Coordination Conferences
  - Counterpart training with AMC FWD elements
  - RSO&I
  - V Corps Warfighter
  - Victory Strike
  - Team LOGCAP support/exercises

Training Planning for Mobilized Soldiers

- ✔ **Many new personnel in future mobilizations will be 90A but may have limited exposure/experience with LOGCAP**
- ✔ **Additional formal training required to meet mission objectives**
- ✔ **Due to limited LOGCAP experience and the required formal training, 4 weeks of pre-deployment training is planned at home station**

Typical High-Level Mobilization Training Concept

1 of 3

MON	TUE	WED	THU	FRI
Mob Report Date LSU Overview	SRP	FRG	CTT, 9MM	
APFT Smallpox Shot	Legal Processing Smallpox Shot	Smallpox Shot	OCIE Issue Smallpox Shot	Smallpox Shot
Performance Based Statements of Work - ALMC			Contracting Overview -DAU	
0600-0930 Rotation by Team – PM Shop, Dental, Medical Screening				
LOGCAP Training (1000-1700) – PM, PCO and LSU				

Typical High-Level Mobilization Training Concept

2 of 3

MON	TUE	WED	THU
0600-0930 Rotation by Team – PM Shop			Prepare to depart for Mobilization Station
Country Briefs, LSU Training			
Mobilization Station (currently Ft Eustis, Virginia)			
Contracting Officer's Representative Course (ALMC)			
Mobilization Station			
Mobilization Station			

Typical High-Level Mobilization Training Concept

3 of 3

MON	TUE	WED	THU
Depart US for OCONUS Locations			
OJT and Transition with Re-deploying Personnel			
OJT and Transition with Re-deploying Personnel			
OJT and Transition with Re-deploying Personnel			

How We Met Current Staffing

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What We Did Right

- ✔ **Mobilized in Increments**
  - ➤ **Y1 (3 PAX, m-date 11 Feb 02)**
  - **Y2 (4 PAX, m-date 11 Feb 02)**
  - **Y3 (3 PAX, m-date 23 Sep 02)**
  - **Y4 (33 PAX, m-date 21 Jan 03)(BUT see next slide)**
  - **Y5 (2 PAX, m-date 14 Aug 03)**
  - **Y6 (19 PAX, m-date 11 Aug 03)**
  - **Y7 (2 PAX, m-date requested ASAP)**
  - **Y8 (19 PAX, m-date requested 9 May 04)**
- ✔ **Established Good Family Readiness Group**
- ✔ **Conducted Good Unit Prep**
  - **Pre-SRP**
  - **Briefings during prior TY**
- ✔ **Involved Higher RC HQ Throughout for Personnel, Training, Logistics Support**

What We Did Wrong

- ✔ **Had No Clearly Defined Mob Process**
  - **Everyone Wanted to "Approve"**
  - **Had to Hand-walk and Continually Prod**
  - **Finally Defined Process on Our Own**

Process (at least through DA G3 (Mob) fixed: Y4 took 66 days to get through DA G3, Y6 44 days, Y8 14 days!

- ✔ **For Y4, Mobilized Too Many Soldiers at One Time**
  - ➤ **Originally Planned 2 Phased Increments**
  - **Merged into One When Process Delayed Timing of First Increment**

Corrected: Have better knowledge of requirements now

- ✔ **Didn't Change 179-Day Policy in Time**
  - ➤ **Soldier/Family Expectations Mismanaged**
  - **Different Policies for Different SWA Regions**

Corrected: Secured exemption from DA G3 for all future LSU DUICs

How We'll Meet Future Staffing

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Lessons [To Be] Learned

- ✔ **Larger Pool of Reservists Need to Effectively Sustain Prolonged LOGCAP Support**
  - **All Current LSU Soldiers Have Been Mobilized**
  - **Requirement Still Exists for Long-Term LSU Support**

Proposed Solution: Expand current TDA, and mobilize smartly

- ✔ **Process Improvements Must Be Sought**
  - ➤ **Document Flow/Reviews/Approvals**
  - **Timely Conversion to Sustainment (Non-LOGCAP) Contracts**
  - **Formal Review by Theater Commanders of Other Alternatives to LOGCAP**
  - **Contract Changes if Necessary**

Proposed Solution: Establish Formal Continuous Process Improvement Initiative

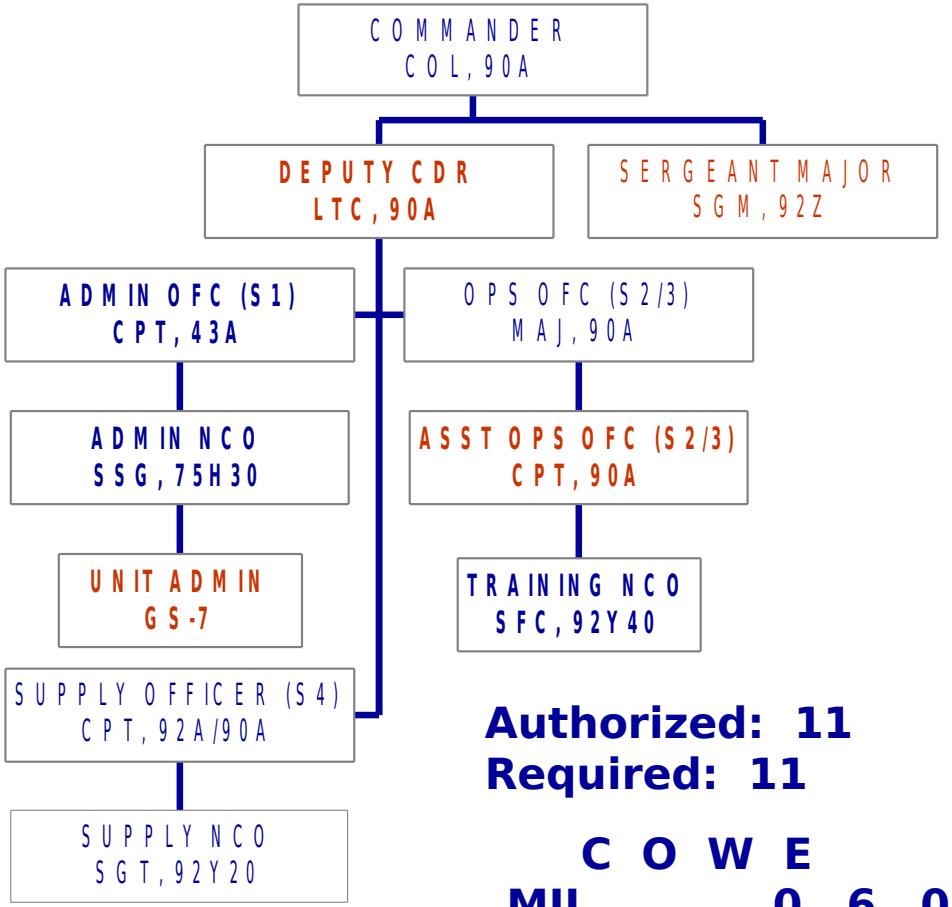
Balance Must Be Struck Between Manpower-Intensive Processes and Availability of Manpower Resources

Proposed Solution #1: Expand Current TDA, and Mobilize Smartly

- ✔ **Summary of proposed changes**
  - ➤ **HQ detachment additions**
  - **Creation of a contracting detachment**
  - **Addition of operations officers to each detachment**
  - **Addition of senior NCOs to each detachment**

- ✔ **Changes are based on lessons learned from OEF/OIF, to include the impact of the geographic dispersion of the unit**

LSU (Provisional)
HQ Detachment



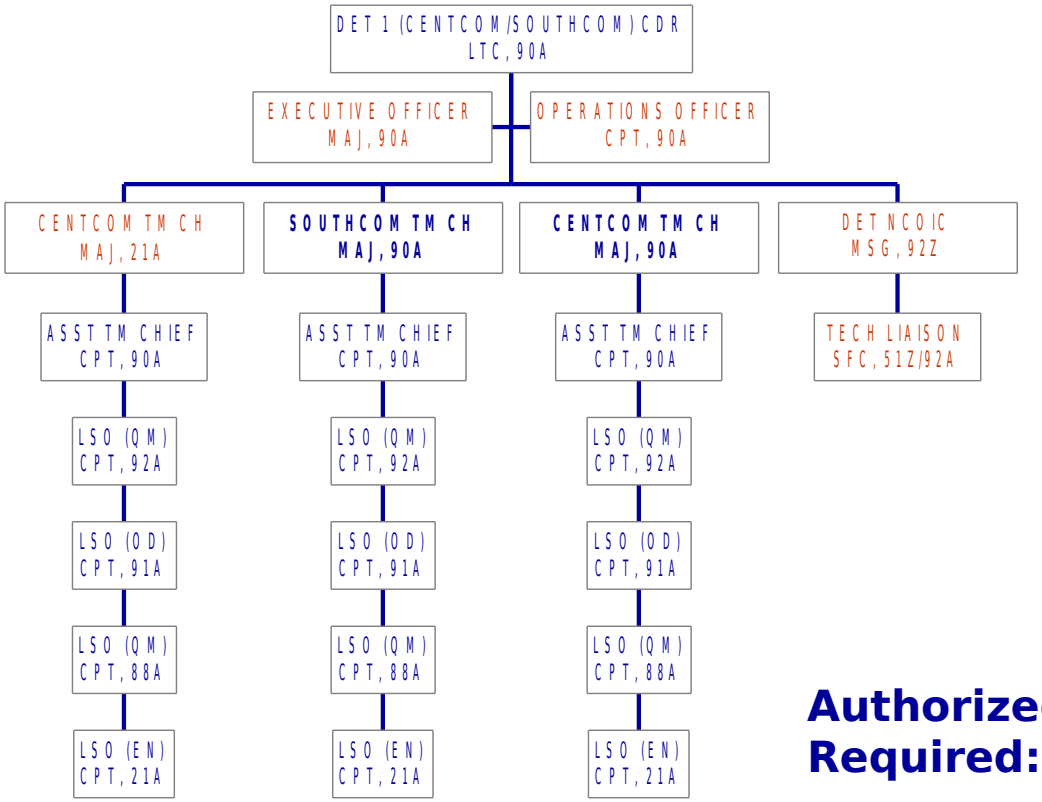
Authorized: 11
Required: 11

	C	O	W	E
MIL		0	6	0 4
CIV	1	0	0	0

- ✔ **Changes**
  - ➤ **TPU Deputy Commander to AGR**
  - **TPU Assistant Operations Officer to AGR**
- ✔ **Additions**
  - **TPU SGM**
  - **Full-time civilian Unit Administrator**

NOTE: AGR/FULL-TIME POSITIONS ARE IN BOLD FONT; CHANGES ARE HIGHLIGHTED IN RED TEXT AND THICK BORDERS

LSU (Provisional)
Detachment 1



- ✔ **Changes**
  - ➤ **One Team Chief is now an Engineer**
- ✔ **Additions**
  - **Executive and Operations Officers**
  - **MSG NCOIC and SFC Technical Liaison**
- ✔ **Notes**
  - **Detachment 4 Acquisition Officer would be attached by the Commander/PCO as needed for training or operations**
  - **AGR MAJs serve as Early Entry Module / Operations Management team upon an event occurring**

Authorized: 23
Required: 23

	C	O	W	E
MIL			0	21 0 2
CIV	0	0	0	0

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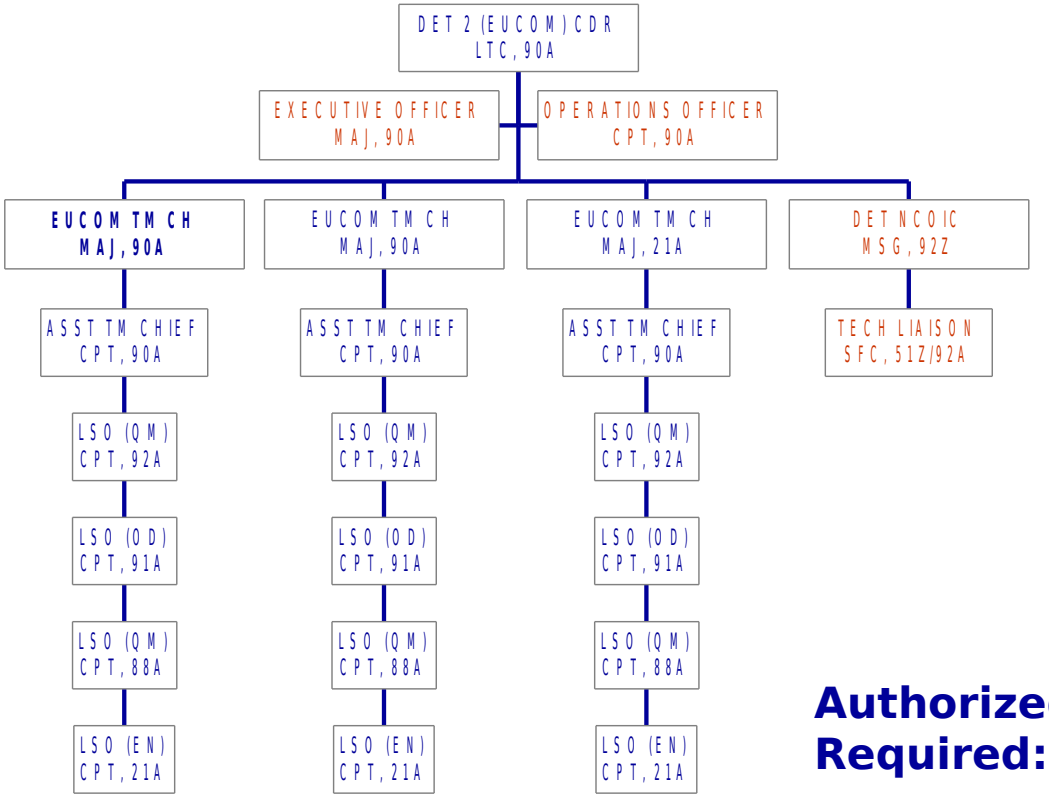
LSU (Provisional)
Detachment 2



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Authorized: 23
Required: 23

	C	O	W	E
MIL			0	21 0 2
CIV	0	0	0	0

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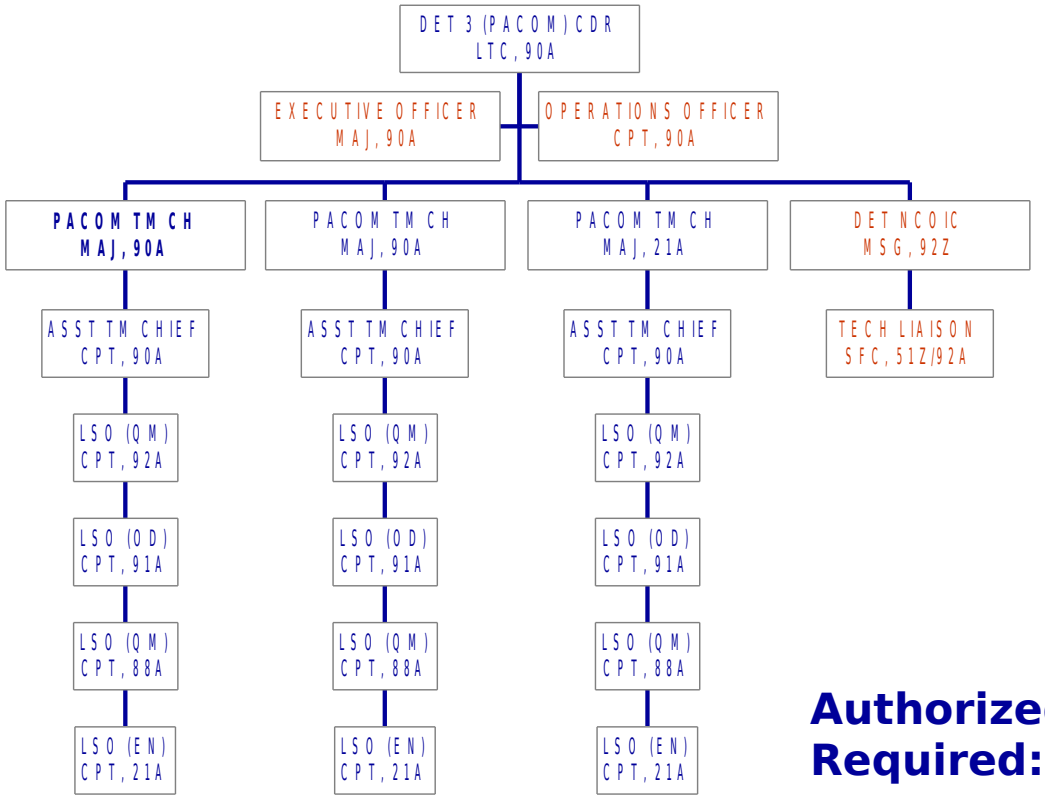
LSU (Provisional)
Detachment 3



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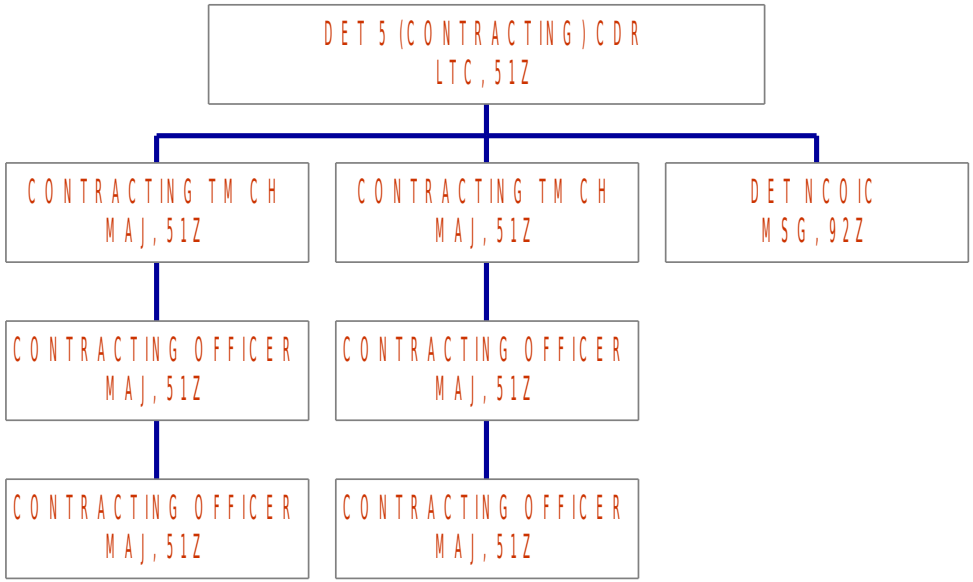
Authorized: 23
Required: 23

	C	O	W	E
MIL			0	21 0 2
CIV	0	0	0	0

NOTE: AGR/FULL-TIME POSITIONS ARE IN BOLD FONT; CHANGES ARE HIGHLIGHTED IN RED TEXT AND THICK BORDERS

LSU (Provisional)
Detachment 4



- ✔ **Changes: N/A**
- ✔ **Additions**
  - ➤ **Contracting/Acquisition detachment**
    - **Mobilization location – Rock Island Arsenal, IL**
    - **Note: Personnel would deploy to theater from RIA, IL**

Authorized: 8
Required: 8

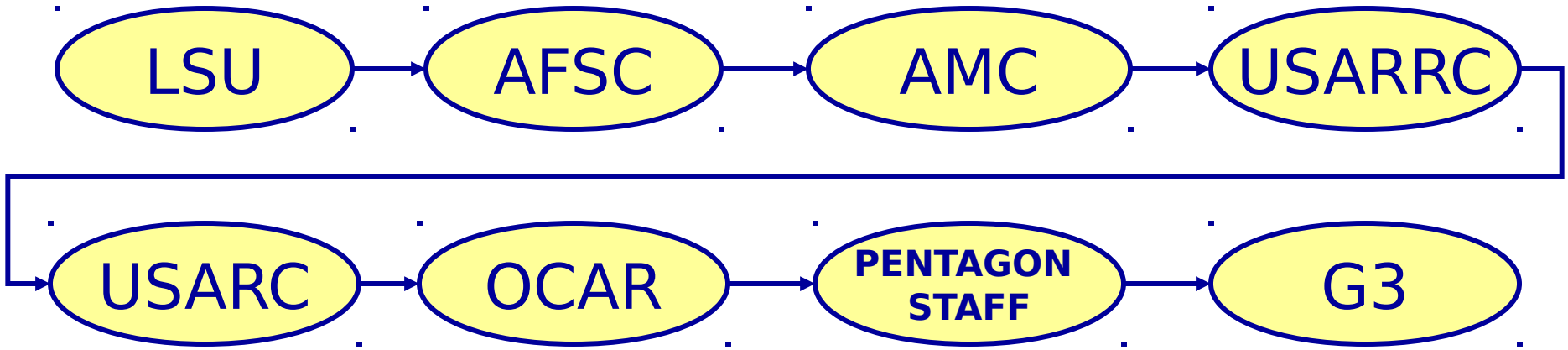
	C	O	W	E
MIL		0	7	0 1
CIV	0	0	0	0

NOTE: AGR/FULL-TIME POSITIONS ARE IN BOLD FONT; CHANGES ARE HIGHLIGHTED IN RED TEXT AND THICK BORDERS

LSU (Provisional)
Recapitulation

- ✔ Increase total personnel from 66 to 88
- ✔ Increase full-time staff from 7 to 10
- ✔ Expand reach into additional mission-focused technical areas
- ✔ Provide better support to customers and training for unit members through NCO additions
- ✔ Enable the LSU to meet expanded demands now found to be typical of a mission such as OEF or OIF
- ✔ Note - proposed staffing increase will require up to 22 additional M9s pistols and M40 protective masks

TDA Change Process



- ✔ **Per guidance from DA G3**
- ✔ **Reference: AR 71-32**

Proposed Solution #2: Establish Formal Continuous Process Improvement Initiative

- ✔ **Manpower Requirements Are Directly Proportional to Process Complexity**
  - ➤ **Streamlining reduces rewrites in theater**
  - **Changing to "Hub and Spoke" operation may reduce LSU footprint**
  - **Using other than LOGCAP sources and timely transitioning to sustainment contracts reduces new T.O write-ups**
  - **Increased LSU counterpart training with Corps prior to deployment could shorten time to develop SOWs**
  - **Etc., etc., etc.**
- ✔ **Mechanism for Routinely Scrutinizing Processes Needs to Be Established**
- ✔ **Upcoming Partnering Conference Will Be a Forum for Discussion**

Summary

- ✔ The LSU supports and enables the LOGCAP program
- ✔ The LSU has a highly-visible, soldier-focused, deployed mission
- ✔ LSU can continue to successfully support LOGCAP per its original intent with appropriate TDA modifications and ongoing process improvements

Conclusion

"Our unending objective is simple: to always be ready to sustain our forces and defend this great nation – today, tomorrow, and into the future."

GEN Paul Kern

October 2002